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8 April 1952

MEMORANDUM TO: Chairman, Working Group on TRAINEES  
Chairman, Working Group on ROTATION  
Chairman, Working Group on CAREER BENEFITS  
Chairman, Working Group on PERSONNEL DEVELOPMENT PROGRAM

FROM : Chairman, Career Service Committee

SUBJECT : Adjustments to Career Service Program

1. A request has been received from the DCI that adjustments be made to the Career Service Program as presented to him by the Committee in its Progress Report of 22 January. In order that the Program may be revised with full consideration of the possible impact of these changes on various elements of the Program and in order that the background and wide experience which the Working Groups have acquired may be fully utilized, the Career Service Committee requests that your Working Groups consider the following requirements and provide the Committee with an appropriate redraft of your final reports. Your revision should incorporate these requirements and ensure full coordination between the various elements and phases of the Program from an over-all point of view.

2. You will adhere as closely as possible to these requirements. However, if you feel that it is necessary to do so, you may submit an alternative plan with full and explicit reasons why the stated requirement should be modified.

3. The changes required and the assignments to the Working Groups are as follows:

a. Assigned to Working Group on Personnel Development Program

Eliminate the proposed statement of policy, Tab B, and substitute a directive simply appointing the CIA Career Service Board, as constituted in your Tab G. One additional function of the CIA Career Service Board should be to act as the rating board for all AD's and DAD's, and that within each Office the AD, DAD, and one of the division chiefs on a rotating basis will have to act as the rating board for the other staff or division chiefs. For officers below the grade of staff or division chief, the Office boards would function but it would be desirable to add as a member in each Office one officer below the grade of a division head and, to obtain uniformity of practice, to have each Office board include at least one member selected from another Office, if only as an observer.

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b. Assigned to Working Group on Rotation

Rewrite Tab C, eliminating the introduction and providing separate programs for the following classes of personnel:

1. Clerical and administrative (the latter being positions of greater responsibility to which the clerical can attain, i.e. Staff Officers).
2. Specialists, whose sole value to the Agency is presumably in their specialty (this group ranging from translators and commo technicians to chauffeurs).
3. Professionals, i.e. Officers.

Generally speaking, normal Civil Service procedures provide adequately for the career benefits of Classes 1 and 2. The problems which are special to this Agency, as contrasted with other agencies of Government, relate basically to Class 3, though it must also be recognized that in some cases people rated within Class 1, and even in Class 2, will perform functions comparable with those of Class 3 and, for our purposes, should therefore be placed in the Class 3 program. The Class 3 program should be applied to all professional intelligence officers from the time they enter the service and the program should determine the system of selection, training, promotion, and rewards. Written agreement of the intent to make a career with the Agency should not be required nor do any special security concurrences seem necessary as part of this program. The intent to follow the career of intelligence officer must exist and will be a matter of primary concern to the Career Board.

c. Assigned to Working Group on Personnel Development Program

Retain the simplicity of the proposed rating form, but there is question whether the rated officer should see the supervisor's rating and comments on the reverse side of these reports. Such comments should be confidential. It is proper, however, to have the rating officer state that he has discussed any shortcomings with the officer. Consider the attached proposal of a Personnel Evaluation Report that is not shown to the employee and a Career Development Guide that is.

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d. Assigned to Working Group on Rotation

It would be helpful to have much more specific suggestions as to what is meant by rotation, answering such questions as:

- (1) Do you recommend limiting overseas duty to any particular number of years?
- (2) Do you recommend bringing all foreign personnel home, say, one year in each four or at any other intervals?
- (3) Do you recommend moving officers as a matter of policy from Office to Office within the Agency or do you mean from division to division within an Office?
- (4) At what rank does the rotation by the Career Service Board stop?

e. Assigned to Working Group on Career Benefits

Do not include additional pay for hazardous duty as part of the career service benefits (Part II of Tab E) and limit the meritorious award system to Classes 1 and 2 under 3.b. above. Further, because of the legislative difficulties, I would at this time eliminate d from your Tab E, relating to special compensation to dependents of personnel engaged in hazardous duty who are themselves exposed to hazard, and would eliminate for the same reason e in this Tab, relating to death gratuities to dependents of CIA personnel whose death occurs overseas. Our legislative requests will be difficult enough if limited to your subparagraphs f, g and h in Tab E.

f. Assigned to Working Group on Trainees

Ensure that the recommendations with respect to Trainees are consonant with the required changes and coordinate with Working Group on Rotation particularly with respect to paragraph b., above.

4. It is important that the recommendations of the several Working Groups concerning these requirements be closely coordinated. From the point of view of timing, it is desired that your recommendations be in hand by the close of business Friday, 11 April, if that is at all possible.

cc: Members, Career Service Committee  
cc: Chairman and Members of Working  
Groups on Trainees, Rotation,  
Career Benefits and Personnel  
Development Program

/s/ F. Trubee Davison  
  
F. TRUBEE DAVISON  
Chairman, Career Service Committee

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